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Human resources management reform

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution A/52/12 A of 12 November 1997, by which the Secretary-General was requested to report on the implementation of the actions described in his report entitled "Renewing the United Nations: a programme for reform" (A/51/950 and Add.1-6). The report focuses on the direction, work in progress and future actions in the area of reform of human resources management, including inputs derived from a task force established to advise the Secretary-General on priorities and strategies for change.

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I. Introduction

1. The vision for the management of the Organization contained in the Secretary-General's report entitled "Renewing the United Nations: a programme for reform" to the General Assembly last year, called for "a simplified structure that avoids duplication and achieves greater impact; empowered and responsible staff and managers; a leaner and more efficient United Nations Secretariat; and an organization that fosters management excellence and is accountable for achieving results determined by the Member States" (A/51/950, para. 224). Faced with the challenge of meeting growing demands within resource constraints, the way the resources of the Organization are managed assumes an even greater importance.

2. Among the initiatives for strategic change, the conclusion was that there was a need for a thorough review of human resources management. As part of the effort to enhance the support capacities of the Organization, the Secretary-General set out specific proposals to strengthen the staff of the United Nations.[1] In particular, he called for identifying and undertaking concrete steps in recruitment and placement, human resources planning, career service and compensation packages, career development and mobility, and performance management and staff-management consultation.

3. The present report, which responds to the request of the General Assembly that the Secretary-General report on the implementation of the actions for renewal of the Organization, builds on the strategy for the management of the human resources of the Organization adopted by the Assembly in 1994[2] and draws extensively on the suggestions and recommendations presented by the Task Force on Human Resources Management.

4. The Task Force, composed of human resources experts from the public and private sectors worldwide and chaired by the Assistant Secretary-General for Human Resources Management, was constituted in January 1998 and received inputs from management and staff. While the recommendations of the Task Force contained in its report to the Secretary-General of July 1998 are generally supported, some of them, including those on a senior management service and a review of the remuneration package in its entirety to ensure its competitiveness, will require further study. Those matters requiring action by the General Assembly will be submitted for consideration.

II. Future of human resources management

A. Vision of organizational change

5. The Secretary-General is committed to creating an organizational culture that is responsive and results-oriented, that rewards creativity and innovation and promotes continuous learning, high performance and managerial excellence. It will also foster greater adherence to such fundamental principles as respect for diversity, due process, transparency and equal and fair treatment, as well as uphold the requirements for geographical and gender balance. This will require a paradigm shift to embrace a new culture of empowerment, responsibility and accountability. The Secretary-General is fully committed to working towards a strategic change in underlying attitudes and behaviour towards human resources management to ensure the successful implementation of reform measures. At the heart of the reform process is the need to align the Organization's human resources capacity with its mission, structures and culture. A more focused Organization, moving forward to meet increasingly complex and interrelated mandates in a more efficient and cost-effective manner, will require significant investment in its most important resource, its people. The Organization today therefore faces the critical task of renewing the professional excellence of its staff and equipping them to function effectively in today's global environment, which is characterized by growth of information and knowledge, rapidly changing technology, and increasingly complex problems and emergencies. The successful creation of this new organizational culture requires the active participation of three major partners, namely, staff, management and the Office of Human Resources Management.

B. Accountability

6. Accountability for the use of all resources put at one's disposal is integral to an organizational culture of empowerment. Staff members at all levels in such a culture must be held accountable for delivering assigned outputs on a timely and cost-effective basis in accordance with prescribed organizational mandates and predetermined standards of quality, and for upholding the values and principles of the Organization.

7. While the extent of delegation is intricately tied to the development of effective accountability mechanisms, improving accountability in the Organization requires

strengthening the vertical chain of dialogue and reviews both up and down the line of management. The performance appraisal system will be an essential feature of this process. The prime responsibility for taking action to remedy accidental and intentional performance failures will lie with supervisors and managers at all levels. Technical and advisory assistance, training and support will be provided by the Department of Management and oversight bodies.

8. In addition, existing control mechanisms will be reviewed to strengthen those that support accountability and eliminate or modify those that undermine it. The Department of Management is considering the setting up of transparent accountability mechanisms and will define the policy framework within which the line managers and staff are to exercise their responsibilities.

C. Key elements of change

9. The vision calls for a programme of change comprising objectives to be attained over the next three to five years. They will be carried out within the context of a human resources strategy that is fully integrated in the overall organizational strategy. The key elements of this strategy consist of:

(a) Provision of conditions of service that are progressive and competitive;

(b) Clearly defined core organizational values and competencies;

(c) Streamlined human resources policies, processes and rules in the area of staff administration;

(d) Development of policies and guidelines, and measures for monitoring compliance with and ensuring accountability for human resources management policies;

(e) Refocusing of the role of the Office of Human Resources Management to developing strategies and policies, provision of guidance by working in partnership with line managers and monitoring of delegated authority;

(f) A simplified, flexible, timely and cost-effective system of recruitment and placement;

(g) Continuous learning as an organizational priority with adequate time and resources;

(h) Mobility at all levels across functions, departments, duty stations and organizations of the United Nations system, allowing the Organization to manage its resources on a global basis;

(i) Fostering of an atmosphere of mutual trust between staff and managers;

(j) An integrated system of human resources planning.

D. Partnership for change

1. Managers

10. The new management culture that is envisaged will empower managers to administer the full range of resources at their disposal, including staff in a multicultural environment, along with managing programmes, financial resources, information and change. In turn, the managers will be held accountable not only for results, but also the effective, proper and efficient management of those resources. Programme and line managers will have increased authority and responsibility for human resources management within clearly defined policies. They will be supported, within their own departments, by highly trained personnel with knowledge and experience in human resources management and by an Office of Human Resources Management that is responsive to their needs. Managers are expected to communicate a clear sense of purpose and direction to their staff, to motivate them, build team spirit and trust, provide on-the-job training, coaching and mentoring, and to manage performance in order to achieve results. Through regular discussions, managers and staff will identify areas of weakness which would require strengthening in order to remain current with the state of the art in their particular areas of responsibility. While final decision-making on human resources will rest with managers, communication and consultation with staff will continue and will be carried out at the level closest to the staff. Managers are expected to improve their own ability to foster continuous change, promote innovation, and be responsible and accountable for the continuous professional development of their staff and themselves.

2. Staff

11. The new organizational culture will provide an environment in which all staff will be motivated and encouraged to be innovative. What is envisaged is a global team of empowered and responsible staff who meet the highest standards of efficiency, competence and integrity; have the requisite skills, are versatile, adaptable and mobile; and are better managed and better integrated as a team, working with mutual trust and respect and committed to the cause of the United Nations. Staff will be encouraged to seek

new challenges in their daily work in order to achieve organizational goals and, in so doing, to fulfil their individual aspirations. Key to our success is the quality of our people.

3. Office of Human Resources Management

12. The new management culture calls for a more focused role for the Office of Human Resources Management in order to support the United Nations in achieving its goals. The Office of Human Resources Management will play a key role by working with programme managers to attract, develop and retain personnel of the highest calibre, who are dedicated to meeting the challenges facing the Organization. It will develop simple and clear fundamental principles and policies, establish guidelines, provide advice and monitor compliance with human resource policy, while maintaining central functions, such as mobility and managed reassignments, implementing organization-wide core staff development programmes, common personnel services that are more cost-effectively administered centrally and follow-up on accountability. This will require forging new partnerships between the Office, department heads and line managers.

III. Human resources management functions

13. In order to achieve the changes set out above, the following human resources functions have been reviewed. The visions and objectives, as well as current status and future action to be taken to attain those changes, are set out below:

A. Planning for the future

Vision

14. An Organization which has developed the necessary tools for making informed decisions about its resource requirements and workforce, in order to meet its changing needs.

Objectives

15. The related objectives are:

(a) To establish a strategic, integrated human resources planning system which covers the entire Secretariat as well as those of the individual departments/offices. The system will have an integrated database and a forecasting capability for the short, medium and long term, as well as a data-monitoring facility. Thus, the Secretariat will be able to predict its long-term workforce trends and respond to its expected human resource requirements.

(b) To develop concrete applications of operational human resources planning to enable programme and line managers in all departments and offices to plan their operational human resources requirements.

Current status

16. Human resources planning provides the framework through which the Organization's legislative and other mandates are translated into human resource requirements and facilitates their implementation. It must be flexible, fully exploit the opportunities provided by modern technology and be the primary tool for forecasting organizational requirements.

17. Work has begun on making human resources planning a part of an integrated management system that enables programme managers to make informed decisions on human resources requirements throughout the Secretariat. Since early 1998, activities aimed at the improvement of the quality of human resources data have been under way and have helped to improve the quality and reliability of existing databases. The Office of Human Resources Management has commenced the compilation of a skills inventory of staff on a computerized database. The information will be used for human resources planning, to manage recruitment and placement and to facilitate staff development and career growth. Information in the skills inventory database includes work experience, training, language proficiency, professional preferences and supervisory experience. In addition, a list of qualitative and quantitative human resources indicators has been developed. It is designed to facilitate the monitoring of basic changes and evolution of the workforce at the level of individual departments and of the Organization. The objective is to establish a time-line for a larger overview of trends in human resources development. Departmental capacity for such monitoring is of strategic value and will provide departments with a detailed overview of their workforce trends and needs. Particular emphasis has been given to the basic human resources mandates set by the General Assembly, such as geographical and gender distribution of staff. These activities form the beginning of the future actions described below.

Future actions

18. In order to meet the objectives stated above, a number of projects have been identified, with four phases of implementation. The *first phase*, which is currently being implemented, focuses on the preparation of human resources data. Projects in this phase deal with the updating and formatting of all essential data. New, qualitative human resources data will be compiled and consolidated (e.g. through the inventory of staff skills described above). The *second phase*, which has also been started, aims at developing a human resources planning forecasting and modelling capacity. This will involve the preparation of a methodology for an integrated planning system with elements of programme planning, human resources planning, organizational and financial planning and the building of an operational planning model.

19. The *third phase* deals with the testing and reviewing of the planning models. This implies the establishment of a blueprint for replacement of staff due for retirement, the setting up of human resources planning focal points in departments and offices and the preparation of a training programme to build up capacities for analysis, human resources data interpretation, evaluation and forecasting. The *fourth phase* broadens the implementation of the human resources planning models on an organization-wide basis. It also aims at building an increased planning capacity with line managers to enable them to better plan and manage the human resources under their responsibility.

B. Recruitment and placement

Vision

20. An organization that has the right person in the right place at the right time, and can recruit and place staff through a system that is fair, timely, simple, cost-effective and transparent, while empowering managers to deliver programmes and fulfil General Assembly mandates.

Objectives

21. The related objectives are:

(a) To design a system of recruitment and placement which:

(i) Places increased responsibility for the selection of staff in the hands of programme managers; ensures that the mandates of the General Assembly, such as those on geographical and gender balance, are met; and ensures that considered decisions are made which are documented and transparent, resulting in the best possible candidate being selected;

(ii) Provides career growth and development for serving staff at all levels, brings needed skills into the Organization, makes significant progress on geographical and gender representation and recognizes the value of staff mobility to the Organization;

(b) To broaden the pool of talent and skills available to the United Nations by being more receptive to bringing on board and outposting staff from/to the other organizations of the common system on a reciprocal basis.

Current status

22. Until such time as a new recruitment and placement system can be put in place and staff and managers are fully trained to implement it, the Secretariat continues to modify the existing recruitment and placement procedures. Changes to the existing procedures will reduce the time required for recruitment and placement by removing unnecessary procedures which add no value to the current process. In fact, efforts will be aimed at advancing the time-frame for the recruitment process, so that the vacancy rate is substantially reduced. Changes include the elimination of pre-review letters and of collateral review of candidates who did not apply for a vacancy, and of the need to reconfirm the classification level of a post prior to the issuance of a vacancy announcement.

Future actions

23. The priority in this area is to design an effective and efficient system of recruitment and placement that places the principal responsibility for the selection of staff in the hands of programme managers. The current recruitment system contains multiple layers of advisory bodies which diffuse the responsibility and the accountability of the programme managers. The system must be redesigned so as to clearly define the role, responsibility and accountability of managers for the selection process. At the same time, the system must ensure that the mandates of the General Assembly are met, and that a considered decision is made which is documented and transparent, resulting in the best possible candidate being selected. The recruitment and placement process must provide career growth and development for serving staff at all levels, bring needed skills into the Organization, and make significant progress on geographical and gender representation. Such a shift in the recruitment and placement decision-making responsibility must go hand in hand with the establishment of appropriate accountability mechanisms.

24. As an inherent element of the Secretary-General's reform effort, the competitive entry processes for recruitment and/or promotion of junior staff in the Professional category will also need to be reviewed to ensure that they meet changing needs, with particular emphasis on retaining and developing the career staff of the future. The techniques of rostering candidates, executive search and recruitment missions will also be examined and evaluated, with a view to improving the intake of highly qualified candidates from unrepresented and under-represented countries. In addition, in order to broaden the pool of talent and skills available to it, the Organization must be more receptive to bringing on board and outposting staff from/to the other organizations of the common system, on a reciprocal basis.

C. Staff administration

Vision

25. An Organization which manages its human resources on a global basis through simpler, faster and automated administrative processes and, by delegating, to the maximum extent possible, the authority, responsibility and accountability for the day-to-day management of human resources to the line managers.

Objectives

26. The related objectives are:

(a) To develop guidelines for the comprehensive delegation of authority to line managers, together with measures for follow-up and accountability;

(b) To simplify the Staff Rules and develop standard operating procedures for their application;

(c) To streamline and automate administrative processes prior to delegating their application to line managers and their support units;

(d) To define clearly the role and responsibilities of heads of department, line managers and support units in staff administration.

Current status

27. During the first half of 1998, an extensive set of streamlining projects were completed. A number of projects are being implemented which were focused on the administration of specific policies and procedures as part of the work under way in the area of staff administration. Each of them involves delegation of authority to line managers at Headquarters and at offices away from Headquarters, and the streamlining or simplification of a process or processes in personnel administration. Each project for delegation includes guidelines for application of the staff rule or process concerned and will be monitored by the Office of Human Resources Management as part of the delegation of authority. Four priority procedures, namely, dependency benefits, education grant, rental subsidy and special post allowance, have been streamlined and automated. Desk procedures have been developed to guide administrative personnel, and Integrated Management Information System (IMIS) training has been made available to processing staff. As part of the delegation of authority to line managers, it is anticipated that responsibility for the administration of the four above-mentioned entitlements will rest with them, with the Office of Human Resources Management providing guidance, as necessary, and monitoring quality of performance.

Future actions

28. As an integral part of the delegation of authority, automated processing will modernize and streamline administrative processes. Delegation of authority to line managers will be accompanied by corresponding mechanisms of accountability, including the establishment of a management review panel (see also A/53/342).

29. In line with the objective to bring management of staff closest to them, programme and line managers will be delegated authority to implement human resources policies on behalf of the Secretary-General. In order to facilitate this delegation of authority, several action steps will be undertaken. First, guidelines for carrying out the new responsibilities will be developed. Secondly, managers will be briefed on the breadth of the delegation and what that will entail. That will be followed by subject-specific discussions accompanied by examples of best practice. Delegation will then take place, function by function, so as to enable managers to perform their new responsibilities on an incremental basis. In this process, assistance will be provided to ensure a smooth transition. Concurrently, the Office of Human Resources Management will establish a monitoring and follow-up mechanism to ensure that managers are conversant with their new roles.

30. Another major area requiring priority attention is the administration of justice. Currently, there are a number of bodies, each dealing with a certain aspect of staff grievances and disciplinary processes. They need to be rationalized in order to ensure a system of internal justice which is speedy and effective and which discourages frivolous appeals. In addition, the current appeals process requires that the Office

of Human Resources Management defend the decisions of managers before the appellate bodies. Changing the existing process to one where managers are required to defend their own decisions with the support of the Office will serve as a strong mechanism for accountability.

D. Staff development, performance management and career support

Vision

31. A more focused, responsive, results-oriented Organization that builds and maintains a highly competent, multi-skilled, versatile and independent international civil service. An Organization capable of effectively fulfilling its present and future mandates and, at the same time, meeting the development needs and career aspirations of individual staff members. An organizational culture that fosters high performance, managerial excellence, continuous learning and mutual trust and respect.

Objectives

32. The related objectives are:

(a) To implement a career development policy based on the principle that the responsibility for career growth and development is shared by the Organization, which must provide structural support and a framework of opportunities, by managers who must support their staff's development, and by staff members who must be committed to continuous professional growth;

(b) To define and validate core organizational and managerial competencies and implement targeted staff development programmes aimed at building these competencies;

(c) To institutionalize the principles of performance management throughout the Organization in order to improve overall organizational performance, reward excellent performance and address underperformance;

(d) To promote continuous learning as an organizational policy and to ensure that the policy is supported by adequate time and resources;

(e) To strengthen managerial development in order to assist managers in fulfilling their key role in leading organizational change and fostering a new management culture;

(f) To establish mechanisms that enhance mobility across functions, departments, duty stations and other organizations of the United Nations system.

Current status

33. The Secretary-General, in his bulletin entitled "Building the Future" (ST/SGB/1998/6), emphasized that staff development is a shared responsibility, and that building and maintaining the professional competence of staff is critical to the Organization's future. Accordingly, a key element of the Organization's career development policy is the identification of development needs and provision of learning opportunities for staff. The Organization's performance appraisal system (PAS) has been revised to link performance and staff development more directly to career progression. All staff members are now required to indicate at least one professional development goal to be achieved during the reporting period, while staff with supervisory or managerial responsibilities are required to fulfil goals relating to the development of their staff.

34. A participatory process, involving interviews and focus groups with staff and managers across the Secretariat, has been launched to define core organizational competencies required of all international civil servants and specific competencies required by managers. The spelling out of clear, future-oriented competencies will help to identify gaps and ways to fill them.

35. While individual staff development needs are assessed in the context of PAS, departmental requirements are identified by department heads at the beginning of each year. Focus groups and interviews with managers and staff are used to assess organization-wide requirements in individual programme areas. It is expected that the project to define organizational core and managerial competencies will contribute to the organizational needs assessment process by identifying skill and competency gaps. Development needs are addressed through a combination of centrally organized programmes aimed at building core competencies and promoting a shared culture and values throughout the Secretariat, and decentralized programmes for the upgrading of substantive and technical skills. Funds for decentralized programmes are allocated directly to departments which have responsibility for managing the funds and ensuring the equitable distribution of training opportunities.

36. Developing and maintaining the professional expertise of staff is not a one-time effort, but a continual process. Although increased training funds were made available in the current biennium, sustained investment is required. Currently, the United Nations spends only some 0.75 per

cent of staff costs on training and staff development. By way of comparison, other United Nations funds and programmes invest upward of 2 per cent of staff costs, while private-sector organizations invest in some instances more than 5 per cent.

37. In order to meet the Organization's identified priority needs, staff development and learning programmes have been reinforced and refocused, and new, targeted programmes are being implemented for staff at all levels, throughout the Secretariat. Frameworks are being developed to spell out the progression of skills and competencies required for staff to advance to different levels in the Organization and to outline the variety of means available to staff to develop these skills and competencies. In order to promote organizational change, priority is being placed on key areas, such as managerial development; training in information technology; management of human and financial resources, particularly in a decentralized environment; upgrading of substantive and technical skills; and programmes to promote multilingualism and increase awareness of gender and diversity. Increasing attention is being devoted to the follow-up of programmes to ensure that priority organizational needs continue to be met and that skills developed can be effectively applied on the job.

38. Emphasis is being given to managerial development with the implementation of an integrated series of training programmes for staff at all levels. A People Management Programme for senior and middle level managers has now been attended by over 95 per cent of all D-1s and D-2s in the Organization, as well as the majority of staff at the P-4 and P-5 levels who have managerial responsibilities. Follow-up to the People Management Programme is being implemented on a departmental basis. The People Management Programme is complemented by a Supervisory Skills Programme for senior General Service and junior Professionals, a General Service Development Programme, conflict resolution and collaborative negotiation skills training and training in human and financial resources management.

39. Particular attention is being paid to entry-level staff in the Professional category who are recruited or promoted through the competitive examination processes and who constitute the primary source of new talent coming into the Organization. In order to facilitate their entry and provide a sound foundation for their future professional growth, an intensive development programme for new staff in the Professional category was introduced in 1997. The programme includes regularly scheduled follow-up and ongoing career counselling for participants.

40. Priority is also being given to establishing means to achieve greater mobility of staff across functions, departments, duty stations and organizations of the United Nation system, bearing in mind that the needs of the Organization must be the paramount consideration. The Secretary-General is committed to examining all avenues for enhancing mobility including increased support for lateral moves, job exchanges, secondments, temporary assignments and job rotation systems within departments and service in missions. In the first instance, emphasis is being given to means of increasing the mobility of entry-level staff in the professional category.

41. Service in missions is seen as an effective means of offering personal growth opportunities for staff, while meeting the Organization's needs for competent and committed personnel to serve in field operations. In order to provide mission experience to greater numbers of staff, a more systematic approach to mission assignments with a two-year maximum duration is being implemented. This accelerated rotation is expected to give more staff the opportunity for development by taking up new responsibilities. As of June 1998, 318 United Nations Secretariat staff members were assigned to missions in some 33 locations.

Future actions

42. As a first step, core and managerial competencies are being defined and validated. Subsequently, they will be used as a base on which to build other human resource systems such as recruitment, placement, development and performance appraisal. In order to sustain and strengthen current efforts, over the next two bienniums it will be essential to increase the investment in building the future capacity of the Organization.

43. Concurrently, to further support staff and managers in assuming their respective responsibilities for development and career progression, a series of tools is being developed, including a managers' guide to staff development, a career support guide, and material on General Service development. In addition, an integrated series of Career Support Programmes has been launched, including career planning workshops, a career information lecture series, as well as a library of career support self-study materials.

44. Enhanced development programmes are being designed to support management in assuming greater responsibility, with accountability in a more decentralized environment, and to strengthen the capacity of human resource personnel to carry out new functions.

45. Building on the new development programme for entry-level staff in the Professional category, it is intended to introduce a system of managed reassignments to provide these key staff at the outset of their careers with opportunities to broaden their experience. Initial assignments of all entry-level professional staff will be managed centrally, in collaboration with programme managers, in order to provide them with two different assignments within their first five years in the Organization. On completion of the first assignment, a reassignment process would take place in order to transfer staff members to a second suitable P-2/3-level post, in the same or another department or duty station, in accordance with the needs of the Organization and the qualifications of the staff member.

46. As a structural underpinning to facilitate career development and expedite mobility, the linking of grades is under review. As a first step towards determining a more flexible post structure, it is proposed that consideration be given to developing a linked grade approach which would give managers greater flexibility to recruit and place staff in response to changing mandates, more latitude in designing organizational structures and increased ability to respond to career development needs of staff.

47. In addition to strengthening staff development efforts, if the Organization is to motivate and retain the highest calibre staff, organizational incentives, and formal and informal reward systems must increasingly recognize those who exemplify the values, behaviours and competencies the Organization seeks to promote. The identification and appropriate treatment of underperformance is also an integral part of the Secretary-General's performance management strategy. A report on performance management which addresses these issues is also before the General Assembly (A/53/266).

E. Conditions of service

Vision

48. A strong and independent international civil service with conditions of service unique to a United Nations ethos, including a streamlined and competitive compensation package that addresses the needs of a global civil service and fosters greater operational and administrative flexibility.

Objectives

49. The related objectives are:

(a) To uphold Article 101, paragraph 3, of the Charter of the United Nations, which prescribes that "the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity";

(b) To attract and retain staff of the highest calibre from all national backgrounds under conditions of service that are progressive, competitive and reflect best practice in both the public and private sectors.

Current status

50. In the short term, action is being taken to enhance the conditions of service in a number of areas. A step-by-step approach is being taken towards introducing performance awards or bonuses, as mandated by the General Assembly, to recognize outstanding performance and specific achievements, to improve morale and productivity and to enhance overall organizational performance. Steps are also being taken to address the issue of underperformance (see also A/53/266). Alternative work schedules are being introduced to help improve conditions of life and service of staff. Following staff-management consultations, several alternative work-schedule programmes will be piloted and strategies and guidelines developed to assist managers in the establishment of their work-schedule programmes. In addition, work is under way to simplify the current remuneration package for staff on limited duration appointments under the 300 Series of the Staff Rules, who are serving in peacekeeping, peacemaking and humanitarian missions, as well as technical cooperation, emergency and special activities in the field. Lastly, proposals for the implementation of a dual-track system of career and non-career appointments will be reviewed in the context of the overall reform of human resources management (see also A/53/342).

Future actions

51. The goal for the next three years will be to ensure full implementation of the Noblemaire principle and to ensure the continuous and proper implementation of the Flemming principle. This endeavour would include the development of a streamlined, competitive compensation package, and of a system that rewards superior and/or outstanding performance and addresses unsatisfactory performance. Some issues go beyond the Secretariat and will need to be considered in the context of the United Nations common system and other comparable international organizations. In view of the key role of the International Civil Service

Commission (ICSC) in determining conditions of service in the common system that affect the Organization's ability to attract and retain staff, the proposed re-examination of the composition, mandate and functioning of ICSC will contribute to the success of the reform process. The Secretary-General intends to proceed in this area in full consultation with the organizations of the United Nations system.

IV. Conclusion

52. A process of continuous communication throughout the Organization will be necessary to ensure the broadest participation possible in the process of reforming human resources management. Town hall meetings, as well as consultation with staff and management, have been organized and briefing sessions with Member States have taken place. These and similar activities will continue to ensure a common purpose and commitment to change in the best interests of the Organization and the international community.

53. Many of the changes outlined in the present report are far-reaching and will require time and adequate resources to implement fully. The Secretary-General is wholly committed to the successful implementation of the reform process, which is fundamentally intended to empower managers, while simplifying rules and processes. In this connection, he looks forward to the support of Member States and intends to submit to the General Assembly, in due course, matters requiring its action.

Notes

[1] See A/51/950, paras. 228–233 and 236–239; Actions 18, 19, 20, 23, 24 and 25.

[2] A/C.5/49/5; resolution 49/222 of 23 December 1994.